CA2ALPSC
A56
1962

LIBRARY
VAULT 19

ALBERTA LEGISLATURE LIBRARY
3 3398 00463 7285

ANNUAL REPORT

OF THE

PUBLIC SERVICE COMMISSIONER

for the year ended December 31st 1962

EDMONTON, ALBERTA

Printed by L. S. WALL, Printer to the Queen's Most Excellent Majesty

ANNUAL REPORT

OF THE

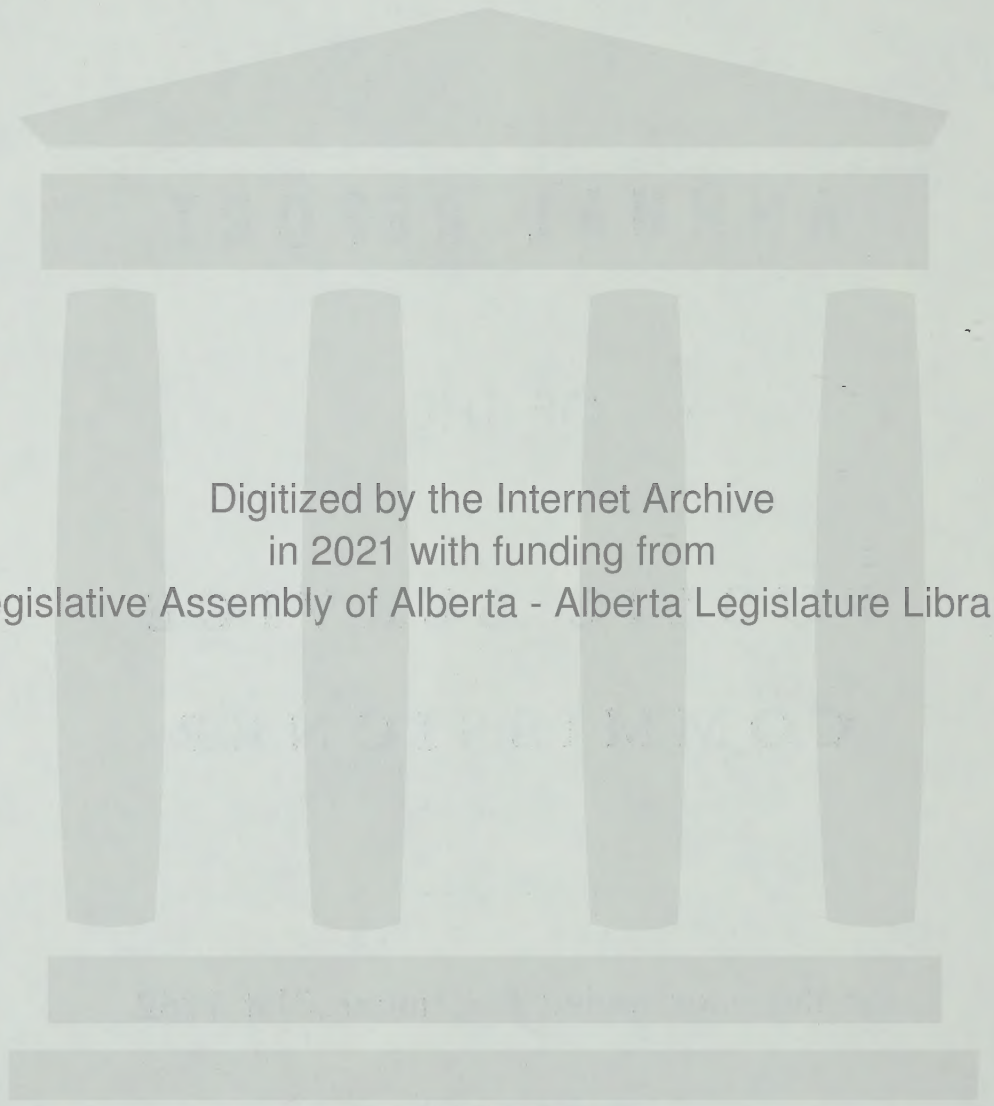
PUBLIC SERVICE COMMISSIONER

---

for the year ended December 31st 1962

EDMONTON, ALBERTA

Printed by L. S. WALL, Printer to the Queen's Most Excellent Majesty



Digitized by the Internet Archive
in 2021 with funding from
Legislative Assembly of Alberta - Alberta Legislature Library

https://archive.org/details/ableg_33398004637285_0

Edmonton, Alberta.
January 31st, 1963

The Honourable E. W. Hinman,

Provincial Treasurer.

Honourable Sir:

I have the honour to submit herewith the Annual Report of the Public Service Commissioner for the year ended December 31st, 1962.

J. H. HOLLOWAY,

PUBLIC SERVICE COMMISSIONER

ANNUAL REPORT

of the

PUBLIC SERVICE COMMISSIONER

At the 1962 session of the Legislative Assembly, The Public Service Commissioner Act and The Public Service Act were consolidated into a single Act entitled The Public Service Act, 1962. In the process of consolidation, a few minor changes and one major change in procedure were provided for. The major change consisted of the abolition of the former provision requiring all appointments to the public service to be made by order of the Lieutenant Governor in Council. The revised Act provided instead for the creation of new positions to be authorized by the Lieutenant Governor in Council, with appointments being made upon joint certification of the Commissioner and the Minister of the department concerned.

During the year the major activities of the staff of the Personnel Administration Office were as follows:

- A general review of the official pay plan which resulted in salary scale adjustments for about two-thirds of the employees occupying classified positions.

- Consolidation of all personnel administration regulations after the preparation of revisions required to bring them into conformity with the revised Public Service Act.

- The development of forms and procedures required to adapt the processing of personnel and position transactions to the operations of the Data Processing Centre.

- Establishment of a branch office at Calgary in April, 1962, to enable applicants for employment to be examined and interviewed there, and to expedite personnel transactions and provide assistance to departmental branches and offices in southern Alberta.

- The provision of courses in supervisory training for senior and middle management personnel in several departments.

- The preparation of functional organization charts for various departments to assist them in carrying out reorganizational studies.

The routine work of the office was also considerably expanded during the year, largely as a consequence of some 1,300 employees, formerly under the direct control of the employing departments, being brought under the purview of the Commissioner. This increased the volume of record keeping in the general office, and the rapid development of recruitment, training

and organizational programs placed additional demands upon the staff. In order to cope with this increased volume of work, new clerical personnel were added to the staff and five assistant personnel technicians were appointed and given intensive training. The number of staff members at the end of the year was 59, as compared with 47 at the end of 1961.

Staff Establishment Control

Under the provisions of Section 14 of the revised Act, the Commissioner is required to examine the need for the proposed creation of new positions in the departments and to report thereon to the Provincial Treasurer. The bulk of this work occurs during the latter part of the year when departmental salary estimates, setting out staff requirements for the next fiscal year, have been prepared, but a number of proposals for the creation of individual new positions that are made from time to time throughout the year also have to be reviewed.

Certain members of the staff of the classification and pay section have been assigned to carry out these investigative duties, and forms have been developed to facilitate the provision by the departments of the information that is required. Reports are made by the staff members to the Commissioner who reports in turn to the Provincial Treasurer. The work involves frequent interviews with senior officials of the departments.

Although the programming of these operations calls for improvement, especially with respect to the review of the annual salary estimates, this function was fairly well developed and more expeditiously carried out in 1962 than in the preceding year when it was first initiated. All new positions under the 1963-64 salary estimates were checked and during the earlier months of the year, a number of individual proposals were reviewed.

Complete records for the year 1962 were not kept, but during the period April 1st 1962, to December 31st, 1962, the total number of proposed new positions reviewed and reported on was 1,439, and the abolition of 531 previously existing positions was recorded. The record system is to be extended early in 1963, so that data on the number and kinds of new positions finally authorized by vote of the Legislature or by order of the Lieutenant Governor in Council will be available.

Recruitment, Appointments and Promotions

During 1962, a total of 2747 appointments to positions in

the public service were processed by the Personnel Administration Office. These comprised 1614 appointments of new employees and 1133 promotions and transfers.

Of the 1614 new appointees, 1189 were selected as a result of competitions organized by the recruitment and selection division. Competitions for junior clerical appointments are run on a continuing basis to permit the maintenance of lists of eligible candidates from which appointees may be drawn without delay as and when vacancies occur. For other positions, 564 individual competitions for appointment to specific positions were run during the year. In each case, officers of the employing departments were assigned to participate in the selection process.

The recruitment and selection process entails the advertising of vacant positions, and a preliminary screening of the applications received in which those without acceptable qualifications are rejected. The remaining applicants are then given a written examination and/or individual interviews, on the basis of which those found eligible are listed as prospective appointees or a specific appointment is made. The statistics for the various competitions so run in 1962 are as follows:

	Number of Applications Received	Number of Candidates Examined	Number of Candidates Interviewed	Number of Vacancies Filled
Clerical (Clerks, Stenographers, Typists, etc.)	3097	1930	1372	571
Appointments requiring University Graduation	296		296	54
Other Appointments	7963		2326	564
Totals - - -	11,356	1,930	3,994	1,189

From the above, it will be noted that while an average of six candidates applied for each appointment to clerical positions and to positions requiring university degrees, the average number of candidates for other positions was about fourteen. For some appointments for specific vacancies in the middle ranks of the service, the number of applicants was often more than one hundred.

Among the appointees engaged, 103 were placed in perma-

nent positions and 36 in temporary positions in the Calgary area after the opening of the Calgary office. The necessary competitions and examinations for clerical appointments were organized and run by the Calgary branch office.

The number of married women employed at the end of the year was slightly higher than at the end of 1961. Comparative figures for the past five years are as follows:

	1958	1959	1960	1961	1962
Number of women retained after marriage	143	165	164	173	192
Number of married women recruited	243	312	304	358	344
Number of married women who resigned	284	411	370	525	424
Number of married women employed at end of year	913	979	1077	1236	1287
Married women employed at end of year as percentage of total female employees	37.4%	38.7%	40%	38.3%	43.5%

Table 1 shows by departments the number of positions filled during the year, together with departmental staff totals at the end of the year. It should be noted that this tabulation does not include the institutional staffs of the Department of Health and certain groups of industrial employees elsewhere who remain under the direct purview of the employing departments.

Expanded or new services that demanded the creation of new positions and the appointment of additional staff during the year were mainly evident in the Audit Office (Data Processing Centre), the Department of Education (Northern Alberta Institute of Technology), the Department of Public Welfare and the Treasury Branches. Reductions in staff totals occurred in the Departments of Agriculture, Labour, Lands and Forests, and Municipal Affairs. The net increase in the number of full-time employees for the service as a whole during 1962 is estimated as about 3 per cent.

Staff Losses

Figures on staff losses and the recorded causes thereof are

set out by departments in Tables II and III.

The overall rate of loss during 1962 was 24.0%, as compared with 21.2% during 1961, the increase being almost wholly attributable to a larger number of resignations of temporary employees. The percentage loss of permanent employees for the year remained at about 9 per cent.

These loss rates appear to be fairly consistent with those currently experienced by other large-scale employers. On a departmental basis, it appears unsafe, on the basis of only one year's experience, to draw conclusions as to trends. This is indicated by the fact that the Department of Public Works had the highest loss rate in 1961 but the lowest in 1962, while the Department of Lands and Forests, although having the highest rate in 1962, was among the lowest in 1961.

Classification and Pay

In December, 1961, the Joint Council requested that a general salary survey be made by the classification staff for the purpose of identifying those classes of positions in need of salary scale adjustments. This survey was authorized by the Executive Council and was carried out during the first four months of 1961. As a result, pay scale increases for about two-thirds of the classified positions in the service were recommended and afterwards approved for implementation as at April 1st, 1962.

Salary rate adjustments were made in September, retroactively to April 1st. About 85 per cent of the affected employees received single-grade (approximately 4½%) increases, about 10 per cent received double-grade (approximately 9%) increases, and the remainder received three-grade increases. The total annual cost of these increases was estimated to be about $1,600,000.00, or about 3.8% of the total annual payroll.

Later in the year, the salary schedules of the Alberta Liquor Control Board and Alberta Research Council staffs were similarly revised, and a number of salary scale adjustments were made.

During the course of the year, the classification staff established the classifications for a number of new positions that were provided for in the 1962-63 departmental appropriations or were created by order-in-council. A number of requests for classification changes were also received and dealt with. Complete statistical records are not available for the earlier part of the year, but during June to December, 163 new positions not provided for in the estimates were classified, and classification changes for

268 positions were granted and 651 were refused. The annual salary cost of these new positions was $276,250.00, while the net annual cost of the changes in classification, about 10% of which resulted in salary scale reductions, was $72,375.00. Against these costs should be set savings of $122,275.00 that resulted from the abolition of positions during the same period.

Among the special projects that occupied the classification staff during the year were a detailed review of the classifications and pay scales for engineers' positions, a survey of a number of positions at the School for the Deaf that was necessitated by organizational changes and a study and revision of the class structure for teachers' and instructors' positions under Part IV of the Official Pay Plan. A number of changes and improvements were made in the design of classification and pay change transaction forms.

The Classification Appeal Board continued with the hearing of appeals arising from the introduction in 1960 of the classification plan. The majority of these appeals, relating to a total number of 231 positions, had been presented by employees of the Department of Health institutions whose positions had been brought under the plan in March, 1961. In August, 1962, Professor W. A. Preshing retired as a member of the Board, and Professor J. F. Kyle, who had returned to the province after a year's absence, replaced him. About 40 outstanding appeals remained undecided at the end of the year.

Training and Organization

The supervisory training program that was begun in 1961 was continued and developed further in 1962 under the guidance of Mr. M. F. Joonson, who had been retained in a consultant capacity for a further year.

The senior staff members of the Departments of Lands and Forests and Public Welfare and the Alberta Liquor Control Board completed the training course during the year, and at the end of the year the course was being given to senior officials of the Departments of Agriculture and the Attorney General.

Training was also given to several members of the staff of the Personnel Administration Office in organization and methods techniques. This training found practical application in the preparation of functional organization charts for six departments, which detailed in graphic form the functions and lines of responsibility of all positions in the various departmental branches. These charts are most useful in providing departmental manage-

ment with an accurate and compact picture of current operations and in facilitating the detection of faults in organization and work distribution.

At the end of the year, the standard employee performance-rating report form was redesigned and the proposed new version was sent for review to all departments in anticipation of having an improved form brought into use in the spring of 1963.

Hours of Work and Attendance

No changes were made during 1962 in the standard hours of work.

During the year, all existing regulations governing hours of attendance, holiday leave, sick leave, educational leave, special leave and overtime duty were reviewed and revised for purposes of clarification and to bring them into conformity with the revised Act, and were re-enacted in consolidated form under Order-in-Council 1460/62.

The average rate of absenteeism among employees who are required to record their attendance was again reduced for the third successive year. The per capita time lost was 6.73 days, as compared with 7.43 and 7.48 days for 1961 and 1960 respectively, 4.87 days per capita being allowed without loss of pay as leave occasioned by illness, bereavement, etc.

Under the educational leave regulations, leave to take post-graduate or special training was granted during the year to a total number of 34 employees, who were allowed part pay during their absence from duty. The periods of leave ranged from a few weeks to several months. Those granted leave comprised 15 employees of the Department of Education, 9 employees of the Department of Agriculture, 2 each in the Departments of the Attorney General, Health and Lands and Forests and one each in the Departments of Industry and Development, Provincial Secretary and Public Welfare.

Other Activities

Collaboration with the Pay Research Bureau and the Labour Statistics Branch at Ottawa and with the Statistical Branch of the Department of Industry and Development in the gathering and exchange of pay data continued throughout the year, and several exchanges of data and information on salaries and con-

ditions of employment were also made with civic and provincial personnel administration agencies as well as a few industrial firms.

The application of electronic data processing to personnel records and transactions was further developed in co-operation with the Data Processing Centre.

The undersigned attended most of the regular monthly meetings of the Joint Council and the Deputy Ministers, that were held throughout the year, as well as two meetings of the salary advisory committee of the Alberta Research Council.

On the whole, the progress made and the co-operation given by departmental officials in the development of the personnel administration programs during 1962 has been most encouraging, and the benefits of those programs in terms of greater economy, improved employee efficiency and better management are now becoming increasingly evident.

Respectfully submitted,

J. H. HOLLOWAY

PUBLIC SERVICE COMMISSIONER

TABLE I

RECRUITMENTS, PROMOTIONS AND STAFF TOTALS, 1962

OF EMPLOYEES UNDER THE PURVIEW OF THE PUBLIC SERVICE COMMISSIONER

Department	Number of Positions Filled by Recruitment		Number of Positions Filled by Promotion		Number of Positions Filled by Interpartmental Transfers	Total Appointments	Full-Time Staff Number as at December 31, 1962		
	Male	Female	Male	Female			Male	Female	Total
Agriculture	57	60	15	8	63	203	388	174	562
Attorney General	127	93	46	26	27	319	806	406	1212
Education	117	106	20	28	16	287	433	343	776
*Executive Council	3	14	—	4	6	27	18	41	59
Highways	52	151	30	24	9	266	654	296	950
Industry and Development	4	23	10	10	5	52	57	62	119
Labour	12	27	5	10	3	57	172	115	287
Lands and Forests	44	29	41	16	17	147	562	190	752
*Legislation	11	55	18	13	42	139	87	112	199
Mines and Minerals	16	14	9	19	6	64	102	108	210
Municipal Affairs	25	22	6	4	39	96	224	122	346
Provincial Secretary	10	13	—	6	9	38	92	71	163
Public Health	8	52	1	16	8	85	65	207	272
Public Welfare	33	96	16	26	57	228	194	326	520
Public Works	125	8	30	5	16	184	1329	58	1387
Treasury	12	12	17	5	4	50	69	60	129
Treasury Branches	53	130	161	156	5	505	208	267	475
Totals	709	905	425	376	332	2747	5460	2958	8418

*Executive Council includes Premier's Office, Executive Council Office and Personnel Administration Office staffs.

*Legislation includes Provincial Auditor's Office, Data Processing Centre, Provincial Library and Legislative Assembly.

TABLE II

STAFF LOSSES 1962

P—Permanent Appointees T—Temporary Appointees

Department	Resignations		Dismissals		Retirements		Deaths		Total Staff Losses		Perecentage Totals Based on Staff Totals at December 31st, 1962
	P	T	P	T	P	T	P	T	P	T	
Agriculture	37	90	2	2	10	1	—	—	49	93	25.3
Attorney General	78	153	4	23	9	7	1	—	92	183	22.7
Education	53	116	1	3	3	2	1	—	58	121	23.1
*Executive Council	5	14	—	—	1	—	—	—	6	14	33.9
Highways	68	124	1	3	3	3	2	—	74	130	21.5
Industry and Development	10	25	—	1	1	2	—	—	11	28	32.8
Labour	32	26	1	1	5	—	4	—	42	27	24.0
Lands and Forests	91	192	2	3	2	2	3	1	98	198	39.4
*Legislation	9	28	—	1	1	—	—	—	10	29	19.6
Mines and Minerals	33	26	—	—	—	—	—	—	33	26	28.1
Municipal Affairs	16	37	—	1	3	—	1	—	20	38	16.8
Provincial Secretary	8	25	—	3	2	—	—	—	10	28	23.3
Public Health	30	48	—	—	1	—	—	—	31	48	29.0
Public Welfare	47	91	2	3	2	4	—	—	51	98	35.6
Public Works	67	55	6	5	14	22	12	4	99	86	13.3
Treasury	12	12	1	1	5	—	—	—	18	13	24.0
Treasury Branches	77	75	3	3	1	—	1	—	82	78	33.7
Totals	673	1137	23	53	63	43	25	5	784	1238	24.0

*Executive Council includes Premier's Office, Executive Council Office and Personnel Administration Office staffs.

*Legislation includes Provincial Auditor's Office, Data Processing Centre, Provincial Library and Legislative Assembly.

TABLE III

REASONS FOR TERMINATIONS OF SERVICE (1962)

Department	To Be Married	To Take Another Position	Transfer of Family Domicile	Personal Reasons	Ill Health	To Study	Family Illness	No Reason Given	Temporary Employment Expired	Discharged or Dismissed	Retired	Deceased	Total
Agriculture	14	25	12	8	2	5	1	33	27	4	11	—	142
Attorney General	29	35	16	24	12	13	2	77	23	27	16	1	275
Education	35	27	5	13	3	14	1	59	12	4	5	1	179
*Executive Council	5	1	—	3	—	—	—	4	6	1	1	—	20
Highways	25	36	27	7	18	15	6	15	43	4	6	2	204
Industry and Development	7	7	3	2	3	1	2	10	—	1	3	1	39
Labour	6	19	11	3	2	3	—	14	—	2	5	4	69
Lands and Forests	26	47	3	4	11	11	—	108	73	5	4	4	296
*Legislation	7	6	2	2	7	2	4	4	3	1	1	—	39
Mines and Minerals	24	8	4	4	—	3	—	14	2	1	—	—	59
Municipal Affairs	13	6	5	3	1	3	6	16	—	1	3	—	58
Provincial Secretary	8	5	3	5	2	6	—	2	2	3	2	—	38
Public Health	14	15	11	—	3	2	—	33	1	1	1	—	79
Public Welfare	34	12	15	3	6	19	3	46	—	5	6	1	149
Public Works	9	37	11	2	6	7	1	33	16	11	36	16	185
Treasury	4	6	1	—	1	3	3	6	—	2	5	—	31
Treasury Branches	35	49	11	17	10	13	6	11	—	6	1	1	160
Totals	295	341	140	100	87	120	35	485	207	76	106	30	2022

*Executive Council includes Premier's Office, Executive Council Office and Personnel Administration Office staffs.

*Legislation includes Provincial Auditor's Office, Data Processing Centre, Provincial Library and Legislative Assembly.